

THE GEORGE WASHINGTON UNIVERSITY  
Washington, DC

MINUTES OF THE REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
MARCH 13, 1998, IN THE KAYSER-DOYLE  
ROOM, UNIVERSITY CLUB, MARVIN CENTER

The meeting was called to order by Vice President Lehman at 2:15 p.m.

Present: President Trachtenberg, Vice President Lehman, Registrar Selinsky, and Parliamentarian Pagel; Deans Futrell, Kee, Lefton, and Mazzuchi; Professors Agnew, Boswell, Captain, Cawley, Granger, Griffith, Gupta, Harrauld, Harrington, Kahn, Ludlow, Maggs, McAleavey, Robinson, Silber, Simon, Slaby, Smith, Sodaro, Solomon, Wirtz, Yezer, and Youens

Absent: Deans Friedenthal, Harding, Keimowitz, and Riegelman; Professors Castleberry, Johnston, and Lynch

APPROVAL OF THE MINUTES

The minutes of the regular meeting of February 10, 1998, were approved as distributed.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

President Trachtenberg then arrived and assumed the Chair.

REPORT ON THE NEW FACULTY/ALUMNI CLUB BY JODY WINTER, DIRECTOR OF SPECIAL PROJECTS, OFFICE OF THE VICE PRESIDENT AND TREASURER

Ms. Jody Winter presented slides and a description of the University's plan to establish a new private University Club for faculty, staff, alumni, and friends in two pre-Civil War row houses owned by the University, located at 1918 F Street, NW. There will be four levels. On the bottom level there will be a kitchen and a meeting/dining room; on the main entry level there will be a large dining facility which will provide both casual and more formal dining opportunities; and on the upper two levels there will be a mixture of meeting spaces and Faculty Senate Offices, as well as other offices. Ms. Winter said that to accomplish this project the University has brought in a great team of professionals, The Club Corporation of America, which will oversee club operations and the marketing of the University Club, together with a team of design professionals who will be responsible for the project management of this building. In addition to paid professionals, Ms. Winter noted that the University has established a Board of Governors comprised of 36 members from

the larger University community who would be eligible for membership to assist in working on this project, and 12 of the Board members are GW faculty. In order to start construction on this project Ms. Winter said that reaching a targeted number of memberships is critical. Letters of invitation to join the Club were recently sent to faculty, staff, and alumni which contain information about the membership categories, monthly dues, and initiation fees. There is an initiation fee for all membership categories, but as an initial incentive for members to join as founding members (or to join within 60 days of becoming a GW employee) that initiation fee will be waived. Therefore, she said, it is a benefit to join now, especially since the \$20.00 monthly dues would not be due until the Club actually begins its operations. Ms. Winter said that the project will begin this summer, assuming we meet the targeted number of members, with an estimated 10-month completion.

President Trachtenberg said that he understood that the initiation fee would be waived for all present faculty who asked in a timely fashion and similarly, future faculty, so that there is a persistent accommodation for GW faculty with regard to waiving the initiation fee, and he asked if that was correct. Ms. Winter replied that the President was correct.

Professor Griffith said it was not clear to him from the information he received about the Club, but it looked as if the current practice that allows departments to have accounts for use in taking faculty candidates to lunch would no longer be a part of the scheme of the new Club. Ms. Winter replied that, at this point, there will be no departmental memberships; however, if a department wants to have a meeting or lunch in one of the private dining rooms, for example, the department could use a sponsor. There will be no departmental card in the new Club for the use of the daily dining facilities, or "walk-ins" by departments. If the faculty member wishes to use the dining room, he or she would need to become a member of the Club. Ms. Winter added that Professor Griffith's point could be something the Board of Governors could look at and perhaps there is another way it could be handled.

Following up on Professor Griffith's question, Professor Kahn asked if the Club would have a meeting room large enough to accommodate the 40 members of the Faculty Senate, and Ms. Winter responded that there would be a large meeting room on the upper level that would accommodate 45 people and in the afternoon one of the dining rooms downstairs could be used if it is scheduled in advance. Professor Kahn then asked if the meeting room for the Faculty Senate would be gratuitous since there are no departmental accounts included in the Club plan. Ms. Winter again suggested that Professor Kahn's points were something for the Board of Governors to work out. The President noted that the Faculty Senate Offices will be located on the third floor. Professor Silber commented that it seemed to him that some of the questions about University usage admit to some solutions without having to get concessions from the managers, and the President agreed since GW owns the Club, but will have to compensate the manager -- Club Corporation of America -- for certain types of service.

Ms. Winter then introduced Carolyn Ellis, Senior Vice President for Development, Club Corporation of America. Ms. Ellis spoke about the history of the Club Corporation of America which over the past four decades has been devoted to the private club business and operates more than 230 Associate Clubs and Resorts throughout the country and around the world. She then showed slides of university clubs, city clubs, resort clubs, and affiliate resorts and hotel clubs. By becoming a member of the GW University Club, she explained that an option is given only to faculty and staff to choose to have the Associate Club benefit for an additional \$5.00 monthly fee that would entitle them to use the other clubs outside a 50-mile radius of the member's place of residence or business. In closing, Ms. Ellis said that she is happy to be at GW and enjoys working with the Board of Governors that represents the community and is a liaison between the membership and the management of the Club, and she thanked the Senate for its attention.

Professor Griffith asked Ms. Winter what the total cost of this project will be, including construction and acquisition of the buildings. Ms. Winter replied that, although it is too early in the project to have hard estimates, the best estimate right now for construction is about \$2-\$3 million, and Vice President Katz said that the purchase of the buildings was approximately \$2 million.

President Trachtenberg noted that by creating the new Club, we would get back the space now occupied by the University Club which could be renovated for accommodating faculty meetings, conferences, and academic seminars, and to some extent provide additional space for students. He said that one of the things that has frustrated him about the University Club is that it looks like a "Marriott in Toledo" or someplace else and he is very hopeful that the new Club will have a George Washington University character which he thought was very important and one of the reasons that the Faculty Senate Offices will be located there is because we are trying to create a faculty center. We are also trying to enhance "pride of place" and establish a stronger sense of campus community.

REPORT ON THE STUDENTSFIRST! PROJECT BY PROFESSOR LAURA S. YOUNG, FACULTY CO-CHAIR, JOINT COMMITTEE OF THE FACULTY AND STUDENTS

Professor Young, speaking on behalf of Assistant Vice President LeNorman Strong, who was unable to be present today, described the StudentsFirst! project. All of the Vice Presidential units of the University were asked last summer to do a strategic planning document for the Board of Trustees. The Vice President's Office for Student and Academic Support Services decided that, rather than write a plan in-house, they would try to involve as many constituencies of the University as possible. It was decided that the project would be directed by a "troika," i.e., one person from the student body, one person from the administration, and one person from the faculty. Tony Sayegh, Executive Vice President of the Student Association, and LeNorman Strong, Assistant Vice President for SASS, represented the students and administration



respectively, and herself as Faculty Co-Chair of the Joint Committee of Faculty and Students represented the faculty. Professor Youens said that the troika decided that the project would be named "StudentsFirst!" and that the core of the plan would be to improve student life at GW by targeting those issues that the students raised in surveys initially conducted. The troika met with a planning committee comprised of faculty, staff and administration, and task forces were appointed to examine each specific issue that arose out of the surveys. The issues that emerged from the surveys were grouped into three different clusters and a task force was appointed for each cluster. The first task force dealt with issues of communication and technology which turned out to be the largest number of concerns, particularly to students; the second task force studied issues affecting the quality of student life; and the third task force looked at issues of student customer service. Each task force in identifying an issue was asked to propose a solution for that issue. The Communications and Technology task force identified four projects: (1) a Centralized Information Center; (2) upgrading student access to technology; (3) publicizing GW's contract with IBM Global Network; and (4) a Courtesy Initiative. The Quality of Student Life task force developed two projects: (1) an Academic Success Center; and (2) Greek Life. The Student Customer Service task force identified three projects: (1) creation of a University Student Services Center; (2) Customer Service and Facility Improvement in the Office of Student Financial Assistance; and (3) constitution of a University Committee of Service Providers. Professor Youens said that the Task Forces will continue to meet until all of the proposals are fully fleshed out.

Lastly, Professor Youens noted that over 100 people were involved in the production of this strategic plan since last fall and that the plan will probably be delivered to the Board of Trustees by the end of May. While she could not predict whether any of these projects would come to fruition, both she and Assistant Vice President LeNorman Strong wanted to bring this to the Faculty Senate as a model for any future strategic planning that represented all of GW's constituencies.

Professor Boswell, speaking as a peripheral member of this work group, said that the Senate owes Professor Youens a vote of thanks because she put in an enormous amount of time and effort into making this project successful, being one of the largest, most diverse groups that he had ever seen that actually produced something useful. He said that Professor Youens represented the Senate and the faculty at large very well. [Professor Youens received a round of applause.]

President Trachtenberg commented that he thought that most of the recommendations will come to pass incrementally over a period of time. He then extended his personal thanks to Professor Youens.



REPORT FROM THE FACULTY SALARY EQUITY REVIEW COMMITTEE BY PROFESSOR WILLIAM B. GRIFFITH, CHAIR

Professor Griffith explained that consequent to the Equal Pay Act of 1963, and especially since 1973, the University has regularly monitored faculty salary equity. The two officers who have been delegated responsibility for this monitoring are the EEO Officer for Faculty and the Director of the Office of Institutional Research, and they make recommendations to the Vice President for Academic Affairs on any needed adjustments to salary that emerge from the salary reviews. In Spring 1995, the then Vice President for Academic Affairs French asked the Senate Executive Committee to designate a Senate member and one or two other faculty to join with Assistant Vice Presidents Wooldridge and Cohen in conducting the 1995-96 biennial review. The Executive Committee appointed him, as Chair of the Appointment, Salary and Promotion Policies Committee, and Professor C. Dianne Martin, but for various reasons the review was postponed until Spring 1996. At that point Professor Martin was on sabbatical so by agreement of all concerned, Professors Maxine Freund and Philip Wirtz were asked to join him in this review.

Professor Griffith then presented a summary of the Report filed with Vice President Lehman last month, as follows:

I. Structure of the Review Process

(A) Who is Reviewed - As in the past, the 1995/96 salary equity review included faculty from across the University. It excluded clinical medical faculty and faculty departing the University before July 1996. All salary figures were adjusted to a nine-month, no-research supplement basis.

(B) Methodology - Two processes are used to review salary averages: The Automatic Interaction Detector (AID) program, and a "pairing" methodology. This procedure was determined some years ago by the EEO officer for faculty, in collaboration with a committee of faculty members.

II. The 1995-1996 Review

(A) The AID Analysis - This procedure looks to see how faculty salaries group in terms of a number of variables, such as the age, length of time at the University, the highest degree, field, and the type of appointment, together with discriminatory factors of race, ethnic origin, and sex to identify the characteristics of faculty at various salary levels. In looking at these groups, it was possible to identify a pattern of outliers, i.e., those faculty whose salaries differed significantly by more than two standard deviations from the means of the final groups - both high and low outliers. During this phase of the salary review process, the then Interim Vice President Salamon made four salary adjustments for instructors who were clearly outliers on the low

end. At the conclusion of this phase, the Committee was not satisfied that the AID program provided a fine enough "screen" to detect salary differentials of a size that would pose important issues of fairness to faculty.

(B) Faculty Salary Profiles Analysis - the analysis of faculty salary profiles is a "visual" analysis during which the Committee looked for any sizeable salary differences which escaped identification by the AID program. The Committee examined printouts of (anonymous) salaries for each department and non-departmentalized school, showing rank and time in rank and age. If the information included in the profile did not provide a reason for a disparity, the Committee used a "pairing" method -- matching the individual with a "similarly situated" faculty member -- to determine (to the extent possible) an appropriate salary to recommend to the Vice President for Academic Affairs as an adjustment. The Committee identified 94 cases out of 700 faculty that the Committee asked Assistant Vice Presidents Wooldridge and Cohen to review to determine whether they were reasonably explainable in terms of the University compensation policy.

III. Conclusions - There are a number of issues which emerged during this Review which remained unresolved and which should be clarified before the next review is undertaken. The principal problem encountered was a lack of clear specification in advance of the review process, and a deficiency in clarity about the respective roles of faculty and administrative members of the Committee. It was the conclusion of the Committee that in too many cases a salary disparity appeared to be largely explainable in terms of the publication record of the individual involved, and that other factors of merit might be overlooked. As a final recommendation, the Committee suggested that as part of each year's faculty salary-increase consideration, each dean be provided with the printouts of departmental salaries ordering faculty by rank and time-in-rank.

In closing, Professor Griffith expressed his thanks to Professors Wirtz and Freund who worked very hard in this difficult and demanding process. He also offered his special thanks to Assistant Vice Presidents Wooldridge and Cohen for their splendid cooperation throughout this process, and to Vice President Lehman for his cordial acknowledgement and reception of the Committee's Report.

Professor Robinson thanked Professor Griffith for this very important report and asked if it has been submitted to Vice President Lehman. Vice President Lehman said that he had received the report and basically accepted all of the Committee's recommendations.

President Trachtenberg asked Professor Griffith what the degree of tolerance was in determining disparities. Professor

Griffith replied that the Committee did not develop a formal standard, but focused on the kind of difference that it thought would be a noticeable difference to a faculty member. The President said that he would not be at all surprised that there would be disparities on the basis of publication because it seemed to him that the message from the faculty and the deans to Rice Hall is that they want publication rewarded, and he asked Professor Griffith if the Committee elaborated on that to give some instructions to him and Vice President Lehman because they may not be clear what the "faculty" think they should do. Professor Griffith said that what struck the Committee in looking at personnel files there were some other kinds of major contributions that seemed not to be reflected in the salary record, and that the deans, in applying the compensation policies, should recognize these other kinds of contributions that are not simply reflected in publications.

Professor Captain said that she found this discussion to be very informative, but she has been concerned for some time now that we at GW do not grapple with the issue of true merit. She further stated that she has repeatedly broached the subject but rarely hears it addressed at the Faculty Senate, at the departmental level, at the deans' level, or at the Vice President's level. A list of publications in itself does not mean great scholarship, and she would like to have the issue of merit addressed. Professor Griffith replied that Professor Captain was calling attention to exactly the sort of dilemma that the Committee faced. It was very difficult to determine whether a long publication list is essentially pro forma journalism, or whether it is a serious contribution. He suggested that that kind of discussion should take place in the schools and the departments. Vice President Lehman pointed out that the department chairs are closest to the scene and he thought that the dialogue needs to be in the departments. Professor Wirtz noted that the Committee in fact recommended that the deans have access to the same information the Committee used and they could use it the same way in considering compensation policies.

Further discussion followed by Professors Harrington, Griffith, Silber, Gupta, Yezer, Robinson, and President Trachtenberg.

UPDATE ON MOUNT VERNON COLLEGE BY DONALD R. LEHMAN, VICE PRESIDENT FOR ACADEMIC AFFAIRS

Vice President Lehman reported on the recruitment, staffing, organizational structure, facilities work for Fall 1998, and on auxiliary programs at Mount Vernon College. There are currently 242 applications; 160 applicants have been accepted, and 48 denied. The SAT average of those admitted is 1190, with high school rank in the 83rd percentile on average, compared to GW admissions this past year of about a 1280 SAT average in the 88th percentile of class



rank. The distribution relative to ethnic origin of students admitted is a rather diverse population: 16 African American, 2 Native American, 27 Asian American, 15 Hispanic, 83 Caucasian, and 17 not specified. The distribution across schools is: 12 SEAS, 19 ESIA, 1 SMHS, 11 SBPM, and 117 CSAS. The geographical distribution of accepted students is representative of almost every state and includes three international students.

Vice President Lehman continued by saying that plans were underway to ensure adequate faculty staffing for the transition. A number of adjunct faculty will be employed, and several new positions have been authorized in various schools. The goal, he said, was to have at least fifty percent full-time faculty teaching at Mount Vernon College relative to Arts & Sciences offerings there.

In terms of organizational structure, Vice President Lehman advised that Grae Baxter, the current Interim President at Mount Vernon, would remain in her role with the added title of Executive Dean of the Mount Vernon campus. She will be advised by an Academic Program Leadership Advisory (APLAG) group recently established by the Academic Vice President's Office. That group includes representatives from the Engineering School, Arts & Sciences, Mount Vernon College, the GW Honors Program, the Dean of Students Office, and Auxiliary Programs. In addition, three faculty members appointed by the Faculty Senate, Professors Linda Gallo, Diana Johnson, and Debra Sheldon, have agreed to serve on the advisory group.

Vice President Lehman further reported that planning is underway in consultation with appropriate departments at George Washington University to provide Business Operations services and Student and Academic Support Services to Mount Vernon students. Work to complete repairs and cosmetic improvements to the Mount Vernon campus continues, from sidewalk improvements to signage and door replacement. A complete inventory of classrooms has also been completed and needed alterations have been outlined.

Finally, Vice President Lehman described four special auxiliary programs commencing during the Summer session, 1998, at the Mount Vernon Campus: Teaching English as A Second Language, a Summer Institute for Women Entrepreneurs, a Young Women's Leadership Program, and continuation of a Master's Program in Teaching English as a Second Language (MATESOL).

#### GENERAL BUSINESS

##### I. NOMINATION FOR ELECTION OF THE NOMINATING COMMITTEE FOR THE 1998-99 EXECUTIVE COMMITTEE

On behalf of the Executive Committee, Professor Robinson moved the following nominations for election to the Nominating

Committee: Professors Walter K. Kahn (SEAS), Convener; Michael S. Castleberry (GSEHD), Mary J. Granger (SBPM), Diana E. Johnson (GSAS), Gary L. Simon (SMHS), Michael J. Sodaro (ESIA), and Lewis D. Solomon (GWLS).

The Chair called for nominations from the floor. There were no nominations from the floor, and the nominees were elected unanimously.

II. NOMINATION FOR ELECTION OF FACULTY TO THE AD HOC COMMITTEE ON MOUNT VERNON COLLEGE

On behalf of the Executive Committee, Professor Robinson moved the nominations of Professor Linda L. Gallo, Associate Professor Diana E. Johnson, and Professor Debra R. Sheldon to the Ad Hoc Committee on Mount Vernon College. The nominations were approved unanimously.

III. REPORT OF THE EXECUTIVE COMMITTEE

The report of the Executive Committee by Professor Robinson, Chair, is enclosed.

VI. INTERIM REPORTS OF SENATE COMMITTEE CHAIRS

There were no reports.

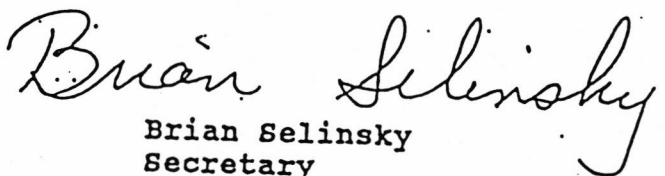
BRIEF STATEMENTS (AND QUESTIONS)

Vice President Lehman briefly outlined the University's projected schedule for technology and internet access improvements on campus which includes wiring of the residence halls and installation of hubsites to serve campus buildings. It is expected that the majority of this work will be completed by approximately mid-July, 1998.

President Trachtenberg asked that Senate members urge their colleagues to sign up for membership in the new Faculty Club within 60 days so that they might take advantage of the waiver of the \$200 initiation fee. He also noted that the men's basketball team would be playing that evening at 7:30 p.m. in the NCAA tournament against Oklahoma State. Professor Wirtz further noted that the women's basketball team would also be playing a tournament game at 8:30 p.m. that same evening.

ADJOURNMENT

The meeting was adjourned by President Trachtenberg at 4:10 p.m., upon motion made and seconded.

  
Brian Selinsky  
Secretary

THE UNIVERSITY OF CHICAGO

DEPARTMENT OF THE HISTORY OF ARTS  
AND ARCHITECTURE

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Report presented by Prof. Laura Youens, Chair, Jt. Committee of Faculty and Students at March 13, 1998, Senate meeting.

**TROIKA** concept: student Tony Sayegh EVP of SA, faculty member, administrator; idea of Planning Team, then Task Forces to address specific projects that emerged from the initial surveys.

When faculty, staff, students and administrators were considered for participation in the Students First! project, its directors targeted those people who would be most helpful and, indeed, necessary to the Task Forces that emerged from the initial stages of this project. For example, any initiative dealing with student life issues would require the input and knowledge of Diane DePalma, director of the Counseling Center, and Christy Willis of Disability Support Services; any initiative dealing with financial aid issues would need the expertise of Dan Small, the director of the Office of Student Financial Assistance.

The troika and planning committee grouped the issues that emerged from the initial surveys into three clusters. A task force of students, faculty members, service department directors, and staff members was then appointed to study the issues in each cluster and to propose detailed solutions to each. Some members of the Planning Team--- Associate Dean Jan Sherrill of the Community Living and Learning Center, Rodney Johnson of Parent Services, Deborah Snelgrove of SASS-Comm, Mike Freedman of University Relations, among others---served on these task forces as well as on the Planning Team. The first of the three task forces has dealt with issues of communications and technology---two areas that are so intertwined that it clearly made no sense to separate them. The second task force studied issues affecting the quality of student life, and a third task force, student customer service. LeNorman's two assistants, Jennifer Smith and Jane Holahan made arrangements for regularly-scheduled task-forces and Planning Team meetings, provided research and meetings minutes and conducted focus group inter-

Not included w/ meeting minutes, but filed here for reference



views. (Among the Planning Team, the task forces, and the troika, there have been more than 40 meetings so far.)

All members of the task forces were asked to follow a Proposal Planning Sheet. Each project title would be followed by a description, a list of the concerns being addressed, the rationale and steps for that project's implementation. Anticipated outcomes and benefits of that implementation are weighed against anticipated obstacles, and the persons and organizations necessary for the project's realization are listed, along with a budget. Current resources, financial and other, and potential resources are factored into the strategies for implementation and into each budget.

The first task force-- the Communications and Technology Task Force-- identified 4 projects. The first, the establishment of a centralized *Information Center*, grew out of students' complaints that they are unable to locate information about vital programs, services, and events easily. Space for an Information Center--and space is always a consideration at this university-- would ideally be located in a central position in the renovated Marvin Center. Both print and electronic information sources would be provided, including all of GW's publications and Web-based computer terminals.

Communications/Technology's 2nd project concerns upgrading student access to technology. On only one other subject do students complain more than they do about GW's inadequate computer resources. They have told us that their homes and high schools were more technologically up-to-date than GW and they particularly want to be able to access the Internet in their dorm rooms.

A campaign to publicize GW's contract with IBM Global Network accompa-

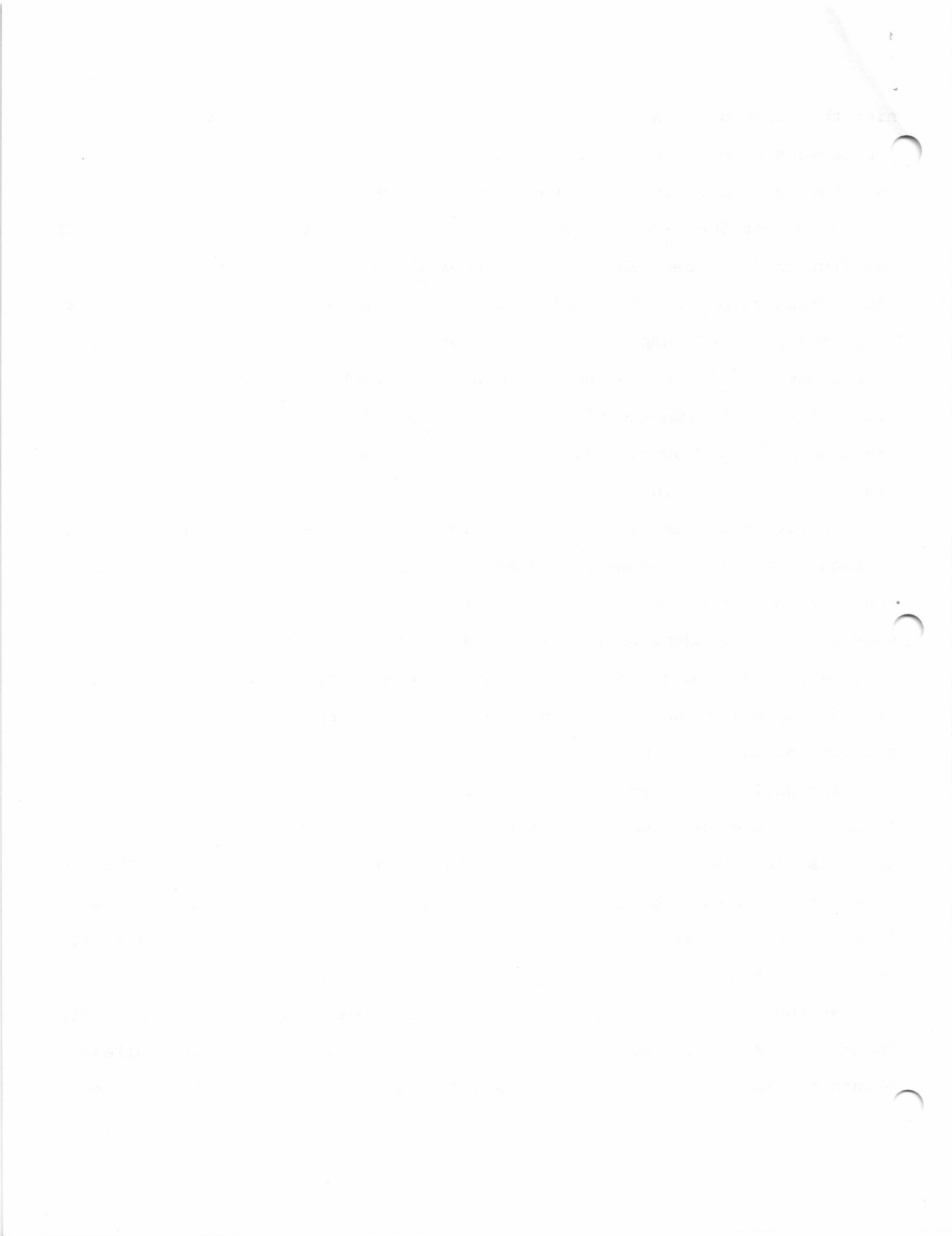


nies this proposal. Also part of this project is the establishment of a web-based student information system, so that students, faculty and administrators can have Web access to student records.

Communications/Technology's 3rd project is the development of the *SASS Institutional Courtesy Initiative*, establishing communications protocols and a training program that will ensure that students are uniformly treated courteously by SASS employees. Far too many students complain about the uninformative, dismissive and rude manner in which they are treated, and front-line staff communication with students evidently is a problem. The training program *Students First!* envisions would augment existing QMR training and consulting services.

Lastly, the Communications/Technology task force in its Communications Linkage Initiative recommends the establishment of a consolidated source of institutional information. Neither the *GW Hatchet* nor *Independence Magazine*, both student publications, is an official University vehicle for information; such a source, both print and electronic, would go a long way towards improving the flow of information between the faculty and administration and GW's students.

The Quality of Student Life Task Force developed two projects. The first is an Academic Success Center, in which an array of academic support services would be housed. Currently GW has a Writing Center in the English Department, a Math Lab in the Math Department, and three programs available through the University Counseling Center---Peer Tutoring Service, Personal Development Program, and the Academic Success Series. The merger of similar functions should help create financial resources for a new Academic Success Center, along with for-credit tutorials and fee-based pre-college programs. Space for such a center would have to be located either in the



Marvin Center or the Academic Center, and Academic Affairs and SASS would need to collaborate in its creation.

The Quality of Student Life Task Force's 2nd project concerns the approximately 20% of GW's students who belong to fraternities or sororities. SASS would like to integrate Greek life into the University's Community Living and Learning project possibly by converting an existing residence hall, Francis Scott Key Hall, into an all-Greek community (two of its floors are presently all-Greek). The CLLC and the Student Activities Center could collaborate in renting floors to Greek chapters, which would allot the spaces through an in-chapter lottery. If an all-Greek dorm were established at GW, the University would be better able to monitor Greek organizations and to integrate Greek activities into campus life.

The Student Customer Service Task Force identified 3 projects, the central one being the creation of a University Student Services Center. A GW Student Services Center would deliver the front-desk customer components of the Registrar, Student Financial Assistance, Cashiers, and Student Accounts in a central location. While an entire building is not available here for such a center, it would be possible for many central front-desk student services to be clustered together in one location, possibly the renovated Marvin Center or a floor of Rice Hall.

This task force's 2nd proposal calls for customer service and facility improvement in the Office of Student Financial Assistance. The single most-often-voiced complaint by students is of poor service in this office. Truly private consultation space is not available, room for administrative processing is inadequate, and the office appears to be understaffed for GW's student population. It is recommended that re-configured space for OSFA should be divided into front office operations space, back office





operations space, and a file area.

The Student Customer Service Task Force's last project is the constitution of a University committee of service providers to monitor student access to information.

The Task Forces will continue to meet until all of the proposals are fully fleshed out. All of us who have been working on *Students First!* since last October hope that at least some of these projects will come to fruition. Through the process of surveys and focus groups, plus the hierarchy of the troika, planning committee, and task forces, SASS has tried to gather information from all of GW's constituencies and hopes that it has established a model for future strategic planning projects.



**REPORT OF THE EXECUTIVE COMMITTEE  
MARCH 13, 1998  
PROFESSOR LILIE F. ROBINSON, CHAIR**

On behalf of the Executive Committee, I would like to report on the following matters.

**1. SUMMER GRADUATION**

The Executive Committee was advised by Registrar Brian Selinsky on February 27, 1998, that he was asked by Vice President Lehman to implement a change in the date of summer graduation from September 30 to August 31, effective this summer, if possible. The following reasons were given for this proposed change: (1) a federally-mandated requirement to report graduation rates; GW's September graduation date is past the reporting date for inclusion of summer graduates and would give GW the appearance of a lower graduation rate than it actually has; (2) GW is also required by the U.S. Department of Education to report graduation dates electronically through the National Student Loan Data System; these dates should be reasonably close to the date a student finishes his or her course work for a given semester or summer session; and (3) The September 30 date is a relic of a very different academic calendar in which the summer session ended at the end of August and the fall session started at least three weeks into September; GW has been on this calendar for more than 25 years.

**2. FACULTY HANDBOOK**

Revision of the Faculty Handbook is currently underway by the Office of the Academic Vice President in consultation with the Faculty Senate. In accordance with established University practice and the request of the Executive Committee, any proposed revisions will be reviewed by the Executive Committee. Vice President Lehman has also invited the addition of a member of the Executive Committee to the Administration's committee currently working on the Handbook revision. Professor Kahn has agreed to serve in that capacity. All proposed revisions will be reviewed by the Executive Committee for its recommendations before such revisions are final.

**3. SPEECH**

A lecture by the Honorable Robert Stevens of Pembroke College, Oxford University, has been scheduled for March 24th at 5:30 p.m. in the Betts Theatre. President Trachtenberg has extended a special invitation to Senate members to attend both the speech and the reception following the presentation.

**4. ELECTION OF THE EXECUTIVE COMMITTEE FOR THE 1998-99 SESSION**

The election of the Chair and the members of the new Executive Committee for the 1998-99 Session, beginning in May, will take place at the April Senate meeting.

**5. OTHER MATTERS**

At the April Senate meeting, the Executive Committee will also propose nominees for election to the Dispute Resolution Committee, including a Chair, and to various Administrative Committees.

**6. ANNOUNCEMENTS**

The next meeting of the Executive Committee is scheduled for March 27th. Reports and resolutions for the April Senate meeting should be received by the Executive Committee before that date.



**THE GEORGE WASHINGTON UNIVERSITY**  
**Washington DC**

**The Faculty Senate**

**March 2, 1998**

**The Faculty Senate will meet on Friday, March 13, 1998, at 2:10 p.m.,  
in the Elliott Room, University Club, 3rd Floor, Marvin Center.**

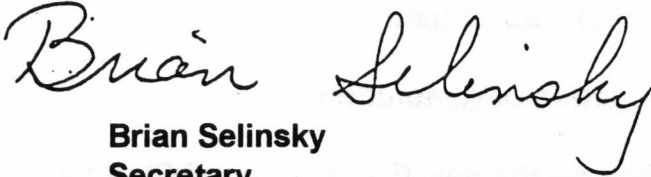
**AGENDA**

- 1. Call to order**
- 2. Approval of the minutes of the regular meeting of February 10, 1998, as previously distributed**
- 3. Introduction of Resolutions**
- 4. Briefing on the new Faculty/Alumni Club by Jody Winter, Director of Special Projects, Treasurer's Office**
- 5. Report on the StudentsFirst Project by LeNorman Strong, Assistant Vice President, Students and Academic Support Services**
- 6. Report from the Faculty Salary Equity Review Committee by Professor William B. Griffith, Chair**
- 7. Update on Mount Vernon College by Donald R. Lehman, Vice President for Academic Affairs**
- 8. General Business:**
  - (a) Nomination for election of the Nominating Committee for the 1998-99 Executive Committee: Professors Walter K. Kahn (SEAS), Convener; Michael S. Castleberry (GSEHD), Mary J. Granger (SBPM), Diana E. Johnson (GSAS), Gary L. Simon (SMHS), Michael J. Sodaro (ESIA), and Lewis D. Solomon (GWLS)**
  - (b) Nomination for election of Professor Linda L. Gallo, Associate Professor Diana E. Johnson, and Professor Debra R. Sheldon to the Ad Hoc Committee on Mount Vernon College**
  - (c) Report of the Executive Committee: Professor Lilien F. Robinson, Chair**

(d) Interim Reports of Senate Committee Chairs

9. Brief Statements (and Questions)

10. Adjournment

  
Brian Selinsky  
Secretary